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Chaplain

CHAPLAIN CORPS READINESS



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This instruction implements AFPD 52-1, Chaplain Service. It directs procedures to ensure that the Air Force Chaplain Corps and Air Reserve Component are structured and organized to meet mission requirements. This instruction applies to individuals at all levels, including Air National Guard (ANG) members while in Federal service and Air Force Reserve Command (AFRC) members in Federal service. This document includes information related to the Law of Armed Conflict, the Geneva Conventions, Title 10, United States Code, Section 8067 (h) and the noncombatant status of chaplains. Refer recommended changes and conflicts between this and other publications to AF/HCP, 1380 Air Force Pentagon, Room 4D286, Washington, DC 20330-1380, on Air Force (AF) Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through the appropriate functional chain of command. Any organization may supplement this volume. Major commands (MAJCOM), field operating agencies (FOA), and direct reporting units (DRU) send one copy of their supplement hcp.reachback@pentagon.af.mil; other organizations send one copy to the next higher Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located https://www.my.af.mil/afrims/afrims/rims.cfm/. Note: Any reference to MAJCOMs and FOAs also includes DRUs and Air Reserve Component (ARC). This Instruction requires the collection and or maintenance of information protected by the Privacy Act (PA) of 1974. The applicable Privacy Act System of Records Notices (SORN) F052 AFHC G, Chaplain Personnel Roster is available online at: http://www.defenselink.mil/privacy/notices/usaf. The use of the

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SUMMARY OF CHANGES

This interim change revises AFI 52-104 by replacing table 3.1. A margin bar indicates newly revised material.

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CHAPLAIN CORPS READINESS OVERVIEW

1.1. Responsibilities:

- 1.1.1. The Secretary of the Air Force (SECAF) retains ultimate responsibility for all policies related to the Department of the Air Force.
- 1.1.2. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) serves as the agent of the Secretary and provides guidance, direction and oversight for all matters pertaining to the formulation, review and execution of plans, policies and programs addressing religious, ethical and quality of life programs.
- 1.1.3. The Assistant Vice Chief of Staff of the Air Force (VCSAF) serves as the immediate supervisor of the Chief of Chaplains.
- 1.1.4. The Chief of Chaplains is specifically responsible for providing spiritual care and the opportunity for Air Force members and their families to exercise their constitutional right to freedom of religion consistent with the Department of Defense policy.

1.2. Mission and Operational Concepts:

- 1.2.1. **Mission:** Chaplain functions in the Air Force shall be performed by commissioned officers of the Air Force who are qualified under regulations prescribed by the Secretary and who are designated as chaplains. Chaplain functions are mandated by Title 10, United States Code, Section 8067 (h). The Air Force Chaplain Corps cares for Airmen and their families by providing spiritual care and the opportunity for Air Force members, their families and other authorized personnel to exercise their Constitutional right to the free exercise of religion. This mission is accomplished by conducting religious observances, providing pastoral care and advising leadership on spiritual, ethical, moral, morale and religious issues.
 - 1.2.1.1. **Expeditionary Combat Support (ECS) Forces:** Chaplains as non-combatants and chaplain assistants as combatants serve as expeditionary combat support force personnel. Chaplains and chaplain assistants, as Religious Support Teams (RSTs), provide spiritual and pastoral care. (See paragraph 1.3. for additional information on RSTs).
 - 1.2.1.2. **Chaplain Corps in Joint Operations:** Joint Publication (JP) 1-05, *Religious Affairs in Joint Operations*, provides doctrine and guidance for the Armed Forces of the United States regarding religious advice and support in joint force settings and operations and is the basis for joint training of AF Chaplain Corps personnel in deployed joint operations. The Chief of Chaplains ensures Chaplain Corps personnel are trained and ready to perform ministry in deployed joint operations.
- **1.3. Religious Support Team (RST):** The RST is comprised of one chaplain and one chaplain assistant. The RST provides or provides for religious support (to include rites, religious observances, religious education, unit visitation, and spiritual and/or pastoral care, and provides religious advice to leadership (to include advice concerning spiritual, ethical, moral, morale and religious accommodation matters of personnel, as well as religious issues in the operational area). The chaplain assistant is vital to the Chaplain Corps mission and will not serve in long

term additional Ready Program duties according to AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations* and AFPAM 10-243, *Augmentation Duty*. In addition, chaplain assistants coordinate and facilitate force protection for chaplains. Chaplain assistants will qualify on the M9 and draw it as their primary weapon.

- 1.3.1. **Spiritual Support Plan:** The senior chaplain and NCOIC develop a spiritual support plan. The Spiritual Support Plan will be a based on the commander's intent, mission requirements and available resources.
- 1.3.2. **Reporting:** The senior chaplain and NCOIC will ensure reports are completed and submitted as required.
 - 1.3.2.1. **After Action Report (AAR):** Each RST will submit an After Action Report to the Joint Lessons Learned Instructional System (JLLIS) website prior to departing their deployed location. (https://www.jllis.mil/USAF).

1.4. Chaplain Corps Personnel:

- 1.4.1. **Chaplain Corps War Planners:** The Chief of Chaplains ensures the Chaplain Corps has personnel trained as war planners for contingency operations (e.g., AFI 10-401, *Air Force Operations Planning and Execution*).
- 1.4.2. **Chaplain Corps Mission Capability:** Chaplain Corps Unit Type Codes (UTCs) are XFFC1, XFFC2, XFFC3, XFFC4, XFFC5, XFFC6, XFFC7, XFFC9 and XFFCL. (Reference Attachment 3)
- **1.5. Chaplain Corps Readiness Training:** The Chief of Chaplains provides trained forces to support the full range of military operations. The means to train these forces are described in **Chapter 6**.
- **1.6. Chaplain Corps Resourcing:** Senior chaplains and NCOICs at deployed locations will ensure resource requirements are identified in the Spiritual Support Plan.
 - 1.6.1. **Appropriated Funds:** Funds for mission support identified in the Spiritual Support Plan will be provided by the commander. (e.g., AFI 65-601, volume 1, *Budget Guidance and Procedures*)
 - 1.6.2. Chapel Tithes and Offering Funds (CTOF) at deployed location: The collection of Chapel Tithes and Offerings is prohibited at deployed locations.
 - 1.6.3. **Grant Funds.** Grant funds are a one-time request based on the number of Chaplain Corps personnel assigned to a deployed location. Additional information on obtaining and utilizing funds is found in AFI 52-105 volume 2, *Chapel Tithes and Offerings Fund (CTOF)*.

JOINT READINESS ENVIRONMENT

- **2.1. Deployed Chaplain Corps Members:** Deploy in accordance with (IAW) the Chaplain Corps Supplement to The War Mobilization Plan 1, War and Mobilization Plan (WMP -1); AFI 10-403, *Deployment Planning and Execution*; the current Chaplain Corps Posturing and Sequencing Guidance and the Mission Capabilities (MISCAPS) in the Deliberate and Crisis Action Planning and Execution Segments (DCAPES).
 - 2.1.1. **Chaplain Conduct:** Chaplains will refrain from all activities that could create perceptions of combatant behavior or that compromise the protected status of other chaplains in the field. It is a Law of Armed Conflict (LOAC) violation to use chaplains in any direct military capacity that could jeopardize a chaplain's noncombatant status. Chaplains will not act nor give the appearance of acting as informants, intelligence officers, or political agents. Chaplains will not take part in psychological operations or in manipulating civilian relationships for political or military motives. Chaplains do not bear or transport arms or ammunition. Chaplains will not engage in other traditional combatant activities, e.g., assisting in planning military actions (to include sitting on targeting boards), collecting or conveying military intelligence or directing response to hostile fire.
 - 2.1.2. **RST Conduct:** Chaplain Corps personnel engage with senior military chaplains and local religious leaders to support the religious, spiritual, moral and ethical needs and the morale of personnel assigned or attached to the commander, as directed by the appropriate commander. Chaplain assistants will refrain from activities that would compromise the integrity of the RST and the role of the chaplain as liaison. The RST must only engage in religious functions, such as providing ministry to the sick and wounded, and spiritual support to the fighting force which do not violate the provisions of Geneva Conventions I and II.
 - 2.1.3. **Non-compliance with Noncombatant Status.** A violation of the chaplain's obligations as a noncombatant constitutes a breach of duty as well as a failure to meet Air Force standards. Actions may be taken against a chaplain under the provisions of the Uniformed Code of Military Justice (UCMJ).
 - 2.1.4. Military Chaplains in Service to Detainees or Enemy Prisoners of War (EPW). The requirements of the Geneva Conventions are to be followed in the spiritual care of detainees and EPWs. (See Chapter V, Geneva Convention Relative to the Treatment of Prisoners of War, August 12, 1949)
 - 2.1.4.1. Military chaplains may assist and support retained clergy and appointed lay leaders in facilitating the spiritual care of detainees and/or EPWs as identified by the commander.

2.2. Air Force Component Command Chaplain/Chaplain Assistant Functional Manager

2.2.1. Air Force Component Command Chaplain

2.2.1.1. Serves as principle adviser to the Air Force Component Commander and facilitates religious support to all assigned military personnel.

- 2.2.1.2. Develops all inter-service and inter-departmental support agreements supporting joint force plans and memorandums of understanding. These agreements provide for Chaplain Corps support by the component command to organizations outside of the command.
- 2.2.1.3. Maintains liaison with Combatant Command and Service Component Command Chaplains.
- 2.2.1.4. Maintains liaison and communications with USAF/HC, USAF/HCP Functional Area Manager (FAM), Chaplain Corps Consolidated Readiness FAM (CRF), AFPC/DPW Chaplain Corps Scheduler (AFPC/DPW HC) and each duty location.
- 2.2.1.5. Determines religious support requirements in coordination with deployed leadership.
 - 2.2.1.5.1. Coordinates High Demand/Low Supply (HD/LS) chaplain seasonal support with deployed leadership and the USAF/HCP FAM.
 - 2.2.1.5.2. Requests HD/LS chaplain support at least 120 days from the expected Required Delivery Date (RDD).
- 2.2.1.6. Requests and manages Chaplain Corps personnel within the theater of operations to support mission requirements.
- 2.2.1.7. Maintains liaison and communications with AFPC/DPW Chaplain Corps Scheduler, Component Command A1 Staff and deployed personnel functions for basic maintenance of Area of Responsibility (AOR) requirements.
 - 2.2.1.7.1. Reviews Unit Line Numbers (ULNs) to mitigate gaps or unnecessary overlap between rotations and realign dates if needed.
 - 2.2.1.7.2. Reviews Command Remarks codes and recommends changes as needed.
 - 2.2.1.7.3. Reviews ULN line remarks to ensure pre-deployment training and reporting instructions are updated to meet supported commander requirements.
 - 2.2.1.7.4. Reviews UTCs and ULNs to ensure requirements are identified correctly. (e.g., Joint Expeditionary Tasking (JET), Individual Augmentee (IA), Air Force)
 - 2.2.1.7.5. Reviews position description for JET and IA requirements to ensure Air Force RSTs are utilized in accordance with force provider agreements and joint business rules.
 - 2.2.1.7.6. Provides to AFPC/DPW Chaplain Corps Scheduler the location, dates and Estimated Tour Length (ETL) for each HD/LS seasonal requirement in order to build temporary taskings.
 - 2.2.1.7.7. Reviews Authorization Change Request (ACRs) to ensure correct formatting and timely processing of requests.
 - 2.2.1.7.8. Coordinates with AFPC/DPW Chaplain Corps Scheduler for any needed permanent changes to JET and IA requirements.
- 2.2.1.8. Reviews lessons learned in the JLLIS.

2.2.2. Air Force Component Chaplain Assistant Functional Manager

- 2.2.2.1. Responsible for establishing AF Component Chaplain Corps' office, C4, logistical and personnel requirements.
- 2.2.2.2. Maintains liaison and communications with the following Functional line of authority: USAF/HCP FAM, Chaplain Corps Consolidated Readiness FAM, AFPC/DPW Chaplain Corps Scheduler and each duty location.
- 2.2.2.3. Maintains liaison with Combatant Command and Service Component Command Chaplain functions.
- 2.2.2.4. Reviews Lessons Learned in the JLLIS.
- **2.3. The Joint Task Force (JTF) Chaplain/NCOIC** (Reference Joint Publication 3-33, *Joint Task Force Headquarters*, Annex C to Appendix A, http://www.dtic.mil/doctrine/new_pubs/jp3_33.pdf).

2.3.1. Roles and Responsibilities:

- 2.3.1.1. Is responsible to and serves as a principle advisor to the deployed commander.
- 2.3.1.2. Facilitates religious support for all authorized personnel and implements operational directives designating mission, chain of command and use of resources.
- 2.3.1.3. Maintains liaison and communication with AF Component Chaplain Office or ACC/HC as required.

2.4. Deployed Senior Chaplain and Deployed NCOIC, Chapel Operations

2.4.1. **Deployed Senior Chaplain**

- 2.4.1.1. Is responsible to and serves as principle advisor to the deployed commander.
- 2.4.1.2. Supervises Chaplain Corps operations.
- 2.4.1.3. Develops Spiritual Support Plan based on the commander's intent, mission requirements and resources.
- 2.4.1.4. Directly provides or provides for religious support for all authorized personnel.
- 2.4.1.5. Maintains liaison and communication with higher headquarters (AF Component Command Chaplain or ACC/HC).

2.4.2. **Deployed NCOIC**

- 2.4.2.1. Supervises chaplain assistants at the deployed location.
- 2.4.2.2. Manages support for rites, religious observances, religious education, pastoral care, unit visitation and advice to leadership.
- 2.4.2.3. Ensures equipment, supplies and services are available to meet mission requirements.
- 2.4.2.4. Maintains a list of key personnel and agencies.
- 2.4.2.5. Maintains liaison and communications with higher headquarters.
- **2.5.** Major Accident or Chemical, Biological, Radiological, Nuclear and High Yield Explosives (CBRN Role): Deployed chaplains and chaplain assistants support the all-hazards approach to incident response. These threats and hazards may include, but are not limited to;

major accidents, natural and man-made disasters, enemy attacks with CBRN and conventional weapons or materials.

- 2.5.1. The primary role of Air Force Chaplain Corps personnel is to support authorized Department of Defense (DOD) personnel during incident response.
 - 2.5.1.1. Air National Guard (ANG) Chaplain Corps personnel under state control provide religious support to non-DOD personnel in accordance with ANG guidance applicable to those forces.
 - 2.5.1.2. Deployed military commanders have the authority to request religious support for an immediate response to support the religious and spiritual needs of command personnel.
- 2.5.2. The safety of Chaplain Corps personnel is a primary consideration during incidents. RSTs should do everything possible to prevent becoming casualties while seeking to provide care to victims. RSTs will normally operate in a secure, decontaminated area (cold zone), unless inside a collective protected facility or in the appropriate Mission-Oriented Protective Posture (MOPP) level for the contamination threat.
- 2.5.3. Maintains liaison and communications with higher headquarters.

HQ USAF HC READINESS ENVIRONMENT (STRATEGIC)

- **3.1.** The Chief of Chaplains (HQ USAF/HC): HQ USAF/HC is responsible to the Air Force Chief of Staff for planning, organizing, training, equipping and sustaining a corps of chaplains and chaplain assistants to provide religious support and advice.
- 3.2. Chaplain Corps Functional Area Manager (FAM) (HQ USAF/HCP):
 - 3.2.1. Serves as the Headquarters Air Force (HAF) FAM for Chaplain Corps personnel per AFI 10-401, *Air Force Operations Planning and Execution* and as the principle advisor to the Chief of Chaplains and Deputy Chief of Chaplains on readiness issues, policies and procedures regarding Chaplain Corps personnel and resources.
 - 3.2.2. Provides over-sight of centrally managed Air Force Chaplain Corps UTCs and briefs Air Force Chief of Chaplains (AF/HC) regarding availability and status of postured, generated, employed and redeployed Chaplain Corps personnel aligned with DP, DX and DW codes.
 - 3.2.3. Develops UTC posturing and deployment coding strategy in accordance with Air Force Instructions and functional guidance.
 - 3.2.4. Coordinates with Chaplain Corps CRF, DPW Chaplain Corps Scheduler, AFRC Chaplain Corps FAM, ANG Chaplain Corps FAM and USAFE readiness POC to manage UTCs, as well as clarify Air Force and Joint guidance and resolves issues, problems and inconsistencies as required.
 - 3.2.5. Oversees Chaplain Corps UTC alignment in accordance with Expeditionary Combat Support-Consolidated Planning Schedule (ECS CPS) target base alignment.
 - 3.2.6. Oversees respective deployment requirements for all phases of military operations and coordinates with CRF and DPW Chaplain Corps Scheduler.
 - 3.2.7. Ensures complete functional capability in each Air Expeditionary Force (AEF) period's Air Expeditionary Task Force (AETF) Force Modules (FM).
 - 3.2.7.1. Validates Chaplain Corps requirements at each bed down location (see **Table 3.1**).
 - 3.2.7.2. Determines Chaplain Corps requirements at each Expeditionary Medical Support (EMEDs) or Contingency Hospital (CH) locations.
 - 3.2.8. Serves as the primary Chaplain Corps Air Force Crisis Action Team (AFCAT) member.
 - 3.2.9. Reviews Joint Strategic Capabilities Plan (JSCP) and functional annexes.
 - 3.2.10. Serves as the AF Chaplain Corps point of contact to the Joint Staff Chaplain for all joint readiness matters.
 - 3.2.10.1. Serves as the primary AF Chaplain Corps Joint Religious Support Operations Committee (JRSOC) member. Coordinates AF Chaplain Corps support to Combatant

Command (COCOM) Chaplains for HD/LS short term Chaplain Corps augmentation needs.

- 3.2.11. Identifies Chaplain Corps readiness resource requirements to the Agile Combat Support (ACS) Working Group.
- 3.2.12. Chairs the Chaplain Corps Readiness Working Group (RWG).

Table 3.1. UTC Bed-Down Population Distribution

POPULATION	XFF	XFF	XFF	XFF	XFF	XFF	XFF	XFF	XFF	TO
	C1	C2	C3	C4	C5	C6	C7	C9	\mathbf{CL}	TAL
										PAX
1-1,000	1	1								2
1,001-2,000	1	2	1							4
2,001-3,000	1	2	1	1						6
3,001-4,000	2	3	1	1						8
4,001-5,000	2	4	2	1						10
5,001-6,000	1	5	2	1		1			1	12
6,001-7,000	1	5	2	1	1	1			1	14
7,001-8,000	1	6	2	1	1	1	1		1	16
8,001-9,000	2	7	2	1	1	1	1		1	18
9,001-10,000	2	8	2	1	1	1	1	1	1	20

3.3. Readiness Working Group (RWG)

- 3.3.1. Serves as the advisory body for policy to the Chief of Chaplains and as a planning forum for resolving issues on present and future readiness requirements.
- 3.3.2. Updates the Chaplain Corps readiness community on initiatives, issues, policy, processes, procedures and programs.
- 3.3.3. RWG members include:

HQ USAF/HCP Division Chief (Ex-Officio Member)

HQ USAF/HCP Chaplain Corps FAM (Chairperson)

HQ USAF/HCC Chaplain Assistant Career Field Manager

HQ USAF/HCP Readiness NCO

AFPC/DPAH Consolidated Readiness FAM

AFPC/DPW Chaplain Corps Scheduler

MAJCOM Chaplain Corps Readiness POCs

National Guard Bureau (NGB) ANG/HC Readiness FAM/NCO

HQ AFRC/HC Readiness Officer/NCO

- **3.4. Air Reserve Component (ARC):** ANG and Air Force Reserve Command (AFRC) personnel.
 - 3.4.1. ARC Chaplain Corps personnel support contingencies per AFI 10-401, are deployed IAW AFH 10-416, *Personnel Readiness and Mobilization*, and are trained IAW AFI 10-403, *Deployment Planning and Execution*.

HC OPERATIONAL READINESS ENVIRONMENT

4.1. Command Chaplain

- 4.1.1. Develops supplemental Chaplain Corps readiness policy specific to the command, as required.
- 4.1.2. Coordinates deployment taskings with the Chaplain Corps Consolidated Readiness FAM (CRF).

4.2. Chaplain Corps Consolidated Readiness FAM (CRF):

- 4.2.1. The Consolidated Readiness FAM (CRF) at AFPC/DPAH serves as the Chaplain Corps consolidated readiness FAM below Air Staff level for Chaplain Corps MAJCOM-level readiness activities. The CRF performs readiness duties associated with MAJCOM FAM duties as described in AFI 10-401, *Air Force Operations Planning and Execution*.
- 4.2.2. Performs readiness posturing, coding and verification duties for MAJCOMs.
- 4.2.3. Coordinates with Wing, Installation and Group chaplains using functional area Prioritization and Sequencing Guidance, to determine P-codes using the process outlined in AFI 10-401 paragraph 7.14.2. and sub-paragraphs to include Figure 7.1. Note: CRF and USAFE readiness POC will coordinate P-coding with HAF FAM.
- 4.2.4. Ensures guidance is applied consistently and keeps Chaplain Corps HAF FAM informed of variances and issues.
- 4.2.5. Addresses specific concerns within MAJCOMs.
- 4.2.6. Identifies XFFC-series UTCs (personnel and equipment) as deployable to meet OPLAN requirements using standard Air Force Chaplain Corps UTC configurations ensuring all funded Unit Manning Document (UMD) authorizations are postured in UTCs or designated as Institutional Forces using current UTC configuration and posturing rules.
- 4.2.7. Identifies anticipated UTC contribution during wing AEF vulnerability periods.
- 4.2.8. Updates UTC availability in DCAPES as changes occur. Coordinates proposed UTC postures with applicable Wing, Installation and Group chaplains and coordinates deviations with Chaplain Corps HAF FAM.
- 4.2.9. Ensures Chaplain Corps UTCs are aligned in accordance with ECS CPS target base alignment as practical.
- 4.2.10. Monitors current UTC status in ART to ensure accurate UTC availability. Assesses trends within the XFFC UTC series and analyses impact on ability to meet mission requirements.
- 4.2.11. Coordinates with AFPC/DPW Chaplain Corps Scheduler to resolve reclamas.
 - 4.2.11.1. Serves as alternate AFPC/DPW Chaplain Corps Scheduler.

4.3. Readiness Points Of Contact

- 4.3.1. Coordinates with Wing, Installation, and Group chaplains, using functional area Prioritization and Sequencing Guidance, to determine P-codes using the process outlined in AFI 10-401 paragraph 7.14.2. and subparagraphs and Figure 7.1.
- 4.3.2. Coordinates P-coding with HAF FAM.
 - 4.3.2.1. HAF FAM is authorized to delegate this coordination to the CRF as needed.
- 4.3.3. Advises and coordinates with the HAF FAM on Chaplain Corps readiness within their respective areas of responsibility and coordinates with HAF FAM to resolve issues and discrepancies.
 - 4.3.3.1. HAF FAM is authorized to delegate this coordination to the CRF as needed.
- 4.3.4. Determines respective contingency and steady-state deployment requirements for all phases of military operations and coordinates with Chaplain Corps HAF FAM and CRF.
- 4.3.5. Complies with Air Force and joint guidance and elevates conflicting guidance to HAF FAM.
- 4.3.6. Coordinates with CRF and AFPC/DPW Chaplain Corps Scheduler to resolve reclamas.
- 4.3.7. May utilize CRF and/or Chaplain Corps Scheduler as reach-back support when crafting changes to the TPFDD.

4.4. AFPC/DPW Chaplain Corps Scheduler

- 4.4.1. Plans, schedules and sources Chaplain Corps personnel to meet theater commander requirements using postured UTCs and AEF Reporting Tool (ART) reports.
- 4.4.2. Assists HAF FAM in developing Chaplain Corps deployment and UTC strategy.
- 4.4.3. Works closely with the CRF in sourcing personnel.
- 4.4.4. Tracks sourcing issues and identifies trends for HAF FAM analysis.
- 4.4.5. Provides planning and scheduling oversight during surge operations.
- 4.4.6. Identifies issues and inconsistencies to the HAF FAM.
- 4.4.7. Coordinates ULN changes with the HAF FAM and sends updated ULNs to the appropriate Air Force Component Command.
- 4.4.8. Maintains Chaplain Corps deployment history database.
- 4.4.9. Serves as alternate CRF.

WING/INSTALLATION READINESS ENVIRONMENT (TACTICAL)

5.1. Wing/Installation Chaplain and NCOIC, Chapel Operations (Home-Base Sustainment)

- 5.1.1. Appoints a Readiness Program Manager responsible for ensuring a unit program that addresses readiness and emergency management IAW this instruction and AFI 10-2501, *Air Force Emergency Management Program Planning and Operations*. As a minimum ensure the following:
 - 5.1.1.1. Provides Chaplain Corps support to base population during contingency or emergency operations.
 - 5.1.1.2. Develops and coordinate plans, annexes and operating instructions for base/installation contingency and emergency operations. Develops and coordinate Chaplain Corps annexes to base/installation plans such as the Installation Comprehensive Emergency Management Plan (CEMP) 10-2.
 - 5.1.1.2.1. Evaluate training requirements and appropriately resource contracted clergy to provide support during mass casualty incidents on military installations.
 - 5.1.1.3. Develops a Command and Control (C2) Plan for contingency and emergency operations that compliments the Installation Emergency Management Plan 10-2 according to AFI 10-2501.
 - 5.1.1.4. Evaluates all aspects of Chaplain Corps unit readiness training.
 - 5.1.1.5. Establishes and coordinates the Chapel Contingency and Emergency Support operating instruction with the appropriate MAJCOM.
 - 5.1.1.6. Maintains liaison with civilian clergy for support during contingencies or emergencies. Overseas locations use host nation support agreements.
 - 5.1.1.7. Assigns personnel to deploy in support of contingencies, wartime, emergency operations and exercises and provides the name(s) to the UDM upon receipt of tasking.
 - 5.1.1.8. Ensures Chaplain Corps personnel meet mission training requirements and are prepared to deploy or respond to contingencies or emergencies. Advises wing/installation commander of resource changes that may impact UTC capabilities.
 - 5.1.1.9. Provides Chaplain Corps support to authorized personnel and dependents during contingencies and emergencies (see AFI 10-403 for information on contingency support).
 - 5.1.1.10. Provides updates to the wing/installation commander for Chaplain Corps AEF Indicators (AEFIs) per AFI 10-401.
 - 5.1.1.11. Determines impact of deployment(s) on critical, ongoing mission requirements.
 - 5.1.1.12. Provides advice to the commander on the status of Chaplain Corps operations during contingency or emergency operations.
 - 5.1.1.13. Assesses mission requirements and manpower when Chaplain Corps personnel are notified to deploy and determines which mission objectives to reduce, defer, or stop.

- 5.1.1.14. Ensures religious support of active duty funerals and death notifications.
- 5.1.1.15. Publicizes changes to religious support operations.

5.2. Readiness Program Manager

- 5.2.1. Responsible for the wing/installation Chaplain Corps readiness program and training (Reference Attachment 2, Tier 2 for unit level training requirements).
- 5.2.2. Reports readiness, equipment and training status to the wing/installation chaplain on a monthly basis. Report should include shortfalls/deficiencies through the next six months.
- 5.2.3. Maintains liaison with the Installation Deployment Officer (IDO), Unit Deployment Manager (UDM), base plans office (XP), medical readiness (SG), and emergency manager (CEX).
- 5.2.4. Maintains Personnel Deployment Function (PDF) Chaplain Corps Station.
- 5.2.5. Develops briefings for deploying forces that include information on deployed location religious practices, spiritual resiliency, privileged communication and religious rites and services available to them and their dependents.
- 5.2.6. Develops briefings for incoming personnel that provide information on Chaplain Corps spiritual support.
- **5.3. In-Garrison Expeditionary Site Plan:** The in-garrison expeditionary site plan (IGESP) is the installation-level planning document (see AFI 10-404, *Base Support and Expeditionary Site Planning*).
 - 5.3.1. The wing/installation chaplain and NCOIC, Chapel Operations, will include the Chaplain Corps portion of IGESP in a Chapel Contingency and Emergency Support OI, which describes coordination, utilization and integration of assigned AFRC HC personnel. The Chapel Contingency and Emergency Support OI and IGESP will be exercised annually and/or to meet unit requirements.
- **5.4.** Workplace Violence, Major Accident, Mass Casualty Response, Natural Disasters, National Emergencies and Humanitarian Support: Chaplain Corps personnel have an important role in responding to workplace violence, a major accident, a mass casualty, natural disasters, national emergencies and humanitarian support. Chaplain Corps personnel provide pastoral care and spiritual support to those who survive and to the dependents of casualties. Expect to provide crisis counseling to the emergency responders and advice to commanders on issues that may arise during the subsequent investigation.
 - 5.4.1. Chaplain Corps personnel may be directly involved in the installation effort to support the surrounding community in response to a natural disaster. The wing/installation chaplain/NCOIC, Chapel Operations, develops a plan to determine the level of support provided to the community while continuing to accomplish the wing/installation mission.

CHAPLAIN CORPS READINESS SUSTAINMENT (REFERENCE ATTACHMENT 2)

6.1. Chaplain Corps Readiness Training Phases

- 6.1.1. **Tier 1 Chaplain Corps Readiness Training:** The Air Force Chaplain Corps College will provide or coordinate Tier 1 readiness training.
- 6.1.2. **Tier 2 Chaplain Corps Readiness Training:** The wing/installation chaplain will provide documented Tier 2 readiness training.
- 6.1.3. **Tier 3 Chaplain Corps Readiness Training:** All Tier 3 readiness training is supervised at the Air Force level to fulfill command-unique requirements.

HOWARD D. STENDAHL, Chaplain, Major General, USAF Chief of Chaplains

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Prescribed Forms

None

Adopted Forms

AF 847, Recommendation for Change of Publication

Abbreviations and Acronyms

AAR—After-Action Report

ACR—Authorization Change Request

ACS—Agile Combat Support

ADCON—Administrative Control

AEF—Air Expeditionary Force

AETF—Air Expeditionary Task Force

AFPC—Air Force Personnel Center

AFRC—Air Force Reserve Command

AFPC/DPW—AFPC Directorate of AEF Operations

ANG—Air National Guard

ANGRC—Air National Guard Readiness Center

AOR—Area of Responsibility

ARC—Air Reserve Component

ARPC—Air Reserve Personnel Center

ART—AEF UTC Reporting Tool

C2—Command and Control

C3—Command, Control, Communications

C4—Command, Control, Communications, Computers

CAP—Civil Air Patrol

CAST—Combat Airman Skills Training

CAT—Crisis Action Team

CBRNE—Chemical, Biological, Radiological, Nuclear and High Yield Explosives

CCC—Chapel Control Center

CEMP—Comprehensive Emergency Management Plan

CH—Contingency Hospital

COCOM—Combatant Command

CPS—Consolidated Planning Schedule

CRF—Consolidated Readiness Functional Area Manager

DCAPES—Deliberate and Crisis Action Planning and Execution Segments

DOD—Department of Defense

ECS—Expeditionary Combat Support

EMEDS—Expeditionary Medical Support

EOC—Emergency Operations Center

ETL—Estimated Tour Length

EPW—Enemy Prisoners of War

FAM—Functional Area Manager

FM—Force Management

HAF—Headquarters Air Force

HD/LS—High Density/Low Supply

IA—Individual Augmentation

IAW—In Accordance With

IDO—Installation Deployment Officer

IEMP 10—2—Installation Emergency Management Plan 10-2

IGESP—In-Garrison Expeditionary Site Plan

IMA—Individual Mobilization Augmentee

JET—Joint Expeditionary Tasking

JLLIS—Joint Lessons Learned Information System

JRSOC—Joint Religious Support Operations Committee

JSCP—Joint Strategic Capabilities Plan

JTF—Joint Task Force

LOAC—Law of Armed Conflict

MISCAP—Mission Capability

MOPP—Mission-Oriented Protective Posture

MURT—Medical Unit Readiness Training

NEO—Noncombatant Evacuation Operation

OI—Operating Instruction

OPCON—Operational Control

OPLAN—Operations Plan

P-Code—Posturing Code

PDF—Personnel Deployment Function

PRC—Personnel Readiness Center

PRF—Personnel Readiness Function

RDD—Required Delivery Date

RFF—Request for Forces

RST—Religious Support Team

RWG—Readiness Working Group

SECAF—Secretary of the Air Force

TACON—Tactical Control

UCC—Unit Control Center

UCMJ—Uniform Code of Military Justice

UDM—Unit Deployment Manager

ULN—Unit Line Number

UMD—Unit Manning Document

UTC—Unit Type Code

UTM—Unit Type Management

WMP—War and Mobilization Plan

Refer to JP 1-02, *DoD Dictionary of Military and Associated Terms*, and AFDD 1-2, *Air Force Glossary*, for a complete listing of abbreviations, acronyms and definitions of terms.

Terms

Administrative Control (ADCON)—Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. (JP 1-02)

Command and Control (C2)—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission (JP 1-02).

Emergency Responders—The response elements of a DRF that deploy to the accident scene after the First Responders to expand C2 and perform support functions. Emergency Responders include follow-on elements such as firefighters, law enforcement personnel, security personnel, and emergency medical technicians, as well as emergency management personnel, EOD personnel, physicians, nurses, medical treatment providers at medical treatment facilities, public health officers, bioenvironmental engineering personnel, and mortuary affairs personnel.

Emergency Responders also include specialized teams such as the EMST or SMT. Not all Emergency Responders are First Responders, but all First Responders are Emergency Responders. Emergency Responders are not assigned to additional duties that will conflict with their emergency duties.

High Demand/Low Supply (HD/LS)—Limited assets/forces with unique mission capabilities stressed by continual high OPTEMPO because of Combatant Commander requirements.

Individual Augmentee (**IA**)—Individual Augmentation represents unfunded temporary duty positions (military or civilian) requested to augment a supported combatant commander's or governmental agency's staff operations during contingencies. Similar to requests for forces (RFFs) in support of contingencies, IA requirements are inherently temporary in nature and are not to be used to solve permanent manning or capability shortages. (see AFI 10-401 for additional information on IAs)

Joint Expeditionary Tasking (JET)—If a standard force solution (i.e. a mission ready, Joint capable force with associated table of organization and equipment *executing its core mission*) cannot be made, the JFP may recommend a non-standard force solution. While the Joint Staff has defined three categories of non-standard force solutions, the Air Force collectively refers to its contribution to these as JET. A JET sourcing solution becomes a factor when the traditional force provider for the requested force or capability cannot fill the requirement or there is no traditional force provider. (See AFI 10-401 for additional information on JETs)

Mission Capability (MISCAP)—A short paragraph that describes the capability a specific unit type code is expected to have at execution. The statement usually contains pertinent information such as type base to be deployed to, functions included, and other augmentation requirements necessary to conduct specific missions.

Noncombatant Evacuation Operation (NEO)—Operations directed by the Department of State, the Department of Defense, or other appropriate authority whereby noncombatants are evacuated from areas of danger overseas to safe havens or to the United States.

Operational Control (OPCON)—Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training.

Operations Tempo (**OPSTEMPO**)—A readiness term referring to the number of hours personnel are working in support of military operations.

Personnel Reclama—When a wing/tasked unit/installation cannot meet an individual augmentee tasking, they will request relief by submitting a personnel reclama through the local manpower and military personnel flight to their parent MAJCOM personnel readiness office.

Personnel Tempo (PERSTEMPO)—A readiness term referring to length of time personnel are TDY from their home base in support of military operations.

Reachback—The process of obtaining products, services, and applications or forces, equipment, or material from Air Force organizations that are not forward deployed. This capability allows commanders to obtain or coordinate support from units not physically located with the forward force. By leveraging advances in communications technology, reachback capabilities make it

possible to utilize CONUS and/or rear-based assets and organizations to perform various functions in support of AEF operations. Effective use of reachback will reduce the number of personnel and amount of equipment which deploys to the AOR, reduce airlift and support requirements, and will positively impact a commander's ability to protect the deployed force. Reachback is predicated on global communications, rapid global mobility, and time-definite resupply capabilities.

Ready Reserve—The Selected Reserve, Individual Ready Reserve, and Inactive National Guard liable for active duty as prescribed by law (US Code, Title 10 (DOD), sections 10142, 12301, and 12302).

Required Delivery Date (RDD)—A date, relative to C-day, when a unit must arrive at its destination and complete off-loading to properly support the concept of operations (JP 1-02).

Religious Support Team (**RST**)—A team that is composed of a chaplain and an Army Chaplains Assistant or Navy Religious Program Specialist or Marine Corps chaplain assistant or Air Force chaplain assistant and/or Coast Guard assigned personnel. The team works together in designing, implementing, and executing the command religious program (JP 1-05).

Tactical Control (**TACON**)—The detailed and usually local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned (JP 1-02).

Time—Phased Force and Deployment Data (TPFDD)—The JOPES data base portion of an operation plan contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operational plan, including: in-place units, units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation, routing of forces to be deployed, movement data associated with deploying forces, estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces, and estimate of transportation requirements that must be fulfilled by common-user lift resources as well.

Total Mobilization—Expansion of the active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel, beyond the existing force structure, and the resources needed for requirements of a war or other national emergency involving an external threat to the national security.

Unit Line Number (ULN)—A seven-character alphanumeric code that uniquely describes a unit entry (line) in a JOPES TPFDD (JP 1-03.2)

Unit Type Code (UTC)—A five-character alphanumeric code that uniquely identifies each type unit of the Armed Forces (JP 1-02).

UTC Shortfall—When a wing/installation tasked does not possess sufficient qualified personnel to support a UTC tasking, they will request relief by submitting a UTC shortfall request from the installation deployment office to their MAJCOM operation plans or deployment office. This request will be coordinated with the local manpower office and MPF. There are two types of personnel UTC shortfalls: a wing/installation cannot support the entire UTC and a wing/installation can support part of the tasked UTC, but cannot fill one or more of the AFSC requirements within the UTC.

War and Mobilization Plan (WMP)—Provides the Air Staff and Air Force commanders with current polices and planning factors for conducting and supporting wartime operations. It establishes requirements for developing mobilization and planning programs for industrial production to support sustained contingency operations of the programmed forces (WMP-1).

CHAPLAIN CORPS TRAINING PHASES

- **A2.1. Tier 1 Chaplain Corps Readiness Training.** All new Chaplain Corps accessions (including Air Reserve Component) will receive Tier 1 Readiness Training while attending either the Basic Chaplain Course or the Chaplain Assistant Apprentice Course.
- **A2.2. Tier 2 Chaplain Corps Readiness Training.** Tier 2A Readiness Training is ancillary, proficiency training that takes place at the home base of assignment (includes ARC and Civil Air Patrol (CAP)). Tier 2B Readiness Training is home-station pre-deployment training. (see AFI 36-2201, *Air Force Training Program*). The wing/installation chaplain and NCOIC/Chapel Operations will ensure all Chaplain Corps personnel (including attached IMAs, contract clergy and fully qualified CAP Chaplains) will:
 - A2.2.1. Be prepared to participate and practice readiness principles during local wing/installation exercises.
 - A2.2.2. Receive Chaplain Corps-specific training to include annual training on the local Chapel Command and Control Plan, Chapel Control Center operations (if applicable) and training provided by AF/HC.
 - A2.2.3. On installations where local Medical Unit Readiness Training (MURT) is available, the Readiness Program Manager will coordinate with Medical Corps personnel to ensure Chaplain Corps personnel are integrated into MURT.
 - A2.2.4. Participate in Traumatic Stress Response Team training, as required.
 - A2.2.5. Participate in installation workplace violence and mass casualty response training.
- **A2.3. Tier 3 Chaplain Corps Readiness Training.** Some Chaplain Corps personnel may be required to attend Tier 3, Advanced Expeditionary Skills Training and/or Chaplain Corps approved Functional Readiness Training. This training requirement will be established on the individual theater entry requirements.
 - A2.3.1. Chaplain Corps approved functional Readiness Training includes, but may not be limited to, Chaplain Corps Combat Airman Skills Training (CAST HC) at the USAF Expeditionary Center and/or Expeditionary Medical Support (EMEDS) Training.

UTC MISSION CAPABILITIES STATEMENTS (MISCAPS)

- **XFFC1**: Protestant chaplain, authorized grade O-2 through O-5. This UTC provides Protestant chaplain support across the full range of military operations. This UTC will deploy with the UTC XFFC2 to form a RST.
- **XFFC2**: Chaplain Assistant, AFSC 5R051 through 5R071. This UTC provides support functions for the Chaplain Corps across the full range of military operations. This UTC will deploy with the UTC XFFC1, XFFC3, XFFC4, XFFC5, XFFC6, XFFC7, XFFC9 or XFFCL to form a RST.
- **XFFC3**: Catholic chaplain, authorized grade O-2 through O-5. This UTC provides routine chaplain support as well as Catholic chaplain support across the full range of military operations. This UTC will deploy with the UTC XFFC2 to form a RST.
- **XFFC4**: Chaplain supervisory overhead, normally an O-5 chaplain and 5R071 chaplain assistant. This UTC provides overhead supervision for Chaplain Corps operations and deploys across the full range of military operations. This UTC will deploy as a team. Authorized substitution for the 5R071 is 5R051 with the minimum rank of Staff Sergeant.
- **XFFC5**: Staff Chaplain Support. This UTC provides Chaplain Corps staff management to support all mission types. This UTC is designed for tasking where grade O-6 and AFSC 5R091 are required, usually at a headquarters level or large contingency site. No substitution for the chaplain and no substitution below grade E7 with 5R071 for the chaplain assistant is allowed.
- **XFFC6**: Jewish chaplain, authorized grade O-2 through O-5. This UTC provides routine chaplain support as well as Jewish chaplain support across the full range of military operations. This UTC will deploy with the UTC XFFC2 to form a RST.
- **XFFC7**: Orthodox chaplain, authorized grade O-2 through O-5. This UTC provides routine chaplain support as well as Orthodox chaplain support across the full range of military operations. This UTC will deploy with the UTC XFFC2 to form a RST.
- **XFFC9**: Muslim chaplain, authorized grade O-2 through O-5. This UTC provides routine chaplain support as well as Muslim chaplain support across the full range of military operations. This UTC will deploy with the UTC XFFC2 to form a RST.
- **XFFCL**: Latter-Day Saints chaplain: authorized grade O-2 through O-5. This UTC provides routine chaplain support as well as Latter-Day Saints chaplain support across the full range of military operations. This UTC will deploy with the UTC XFFC2 to form a RST.

CHAPLAIN CORPS CONTINGENCY AND EMERGENCY SUPPORT OPERATIONAL INSTRUCTION (OI)

Prepare Contingency and Emergency Support Operating Instruction per unit-level guidance.

- **A4.1.** Preparation for Contingency and Emergency Operations
 - A4.1.1. Identify the mission for the Chaplain Corps.
 - A4.1.2. Identify the concept of operations for the Chaplain Corps.
 - A4.1.3. Identify Chaplain Corps support capabilities and existing services. Include the availability and or limitations of support in the following areas: worship and rites, religious accommodation, pastoral care, unit visitation, traumatic stress intervention and confidential pastoral and intervention counseling.
 - A4.1.4. Identify support provided by local or host nation activities or other service components for Religious Affairs. Describe support provided to or obtained from other services, including Religious Affairs in Joint Operations, NATO Forces, also consider support provided by local civilian clergy. Include coverage of hospitals, expansion hospitals and contingency hospitals when applicable.
 - A4.1.5. List the tasks and responsibilities of the Wing Chaplain/NCOIC, Chapel Operations, Chaplain Corps Staff and other support in preparation for contingency and emergency operations.

A4.1.6. Training Requirements

- A4.1.6.1. List local Chaplain Corps training requirements for contingency and emergency operations. Include training on Command and Control (C2) and/or the management of a Chapel Control Center, provision of religious advice and support during, local procedures, quick response checklists and maintenance of operational continuity. Include training requirements for chaplains, chaplain assistants, attached reservists, civilian employees, contract personnel and volunteers.
 - A4.1.6.1.1. Quick response checklists must include response to: major accident, natural disaster, national emergencies, humanitarian support, workplace violence and mass casualty. (Reference Attachment 5)
- A4.1.7. Logistic Requirements: List local Chaplain Corps logistic requirements for contingency and emergency operations. Include transportation, supplies, facilities and communication equipment.

A4.2. Plan Operations

- A4.2.1. In the Operational Plan (OPLAN), state the Chaplain Corps mission during contingencies and emergencies.
 - A4.2.1.1. Review, establish, or update support agreements to determine if Chaplain Corps requirements will increase or decrease and plan accordingly.

- A4.2.1.2. List policies, procedures, guidance and any changes in capabilities (decreased/increased services, resources, etc.) which may differ than those identified in Part 1 (e.g., 50% of active duty Chaplain Corps deployed).
- A4.2.2. List potential limitations or disconnects which may impact OPLAN execution.
- A4.2.3. Identify Chaplain Corps C2 procedures for OPLAN execution. Include Chapel Control Center procedures if applicable.
- A4.2.4. List all functional areas Chaplain Corps is dependent upon for support and supplies during OPLAN execution (e.g., LRS, JA, COMM, FSS, FM).
- A4.2.5. Identify and justify contingency and emergency operations tasks that place additional requirements on your unit and may require additional material and facilities to accomplish the mission (e.g., memorial services, PDF lines, increased counseling, spiritual support to affected personnel). Include materials and facilities required to accomplish these tasks.
- A4.2.6. Identify contingency and emergency operations that will require additional Chaplain Corps personnel (e.g., mass casualty, natural disaster, local emergency).
 - A4.2.6.1. List amount of required equipment and supply items: based on total numbers of additional Chaplain Corps personnel expected to support your operations.
 - A4.2.6.2. Identify if facilities are adequate for additional personnel. Items for consideration include: private offices for chaplains, worship areas and sacramental supply storage.
 - A4.2.6.3. Identify additional communications and information requirements beyond current capabilities. Items for consideration include: phone services, computers, networking capabilities (classified and unclassified), secure phone instruments, LMRs and/or pagers, secure and unsecure facsimile machines and printing capabilities.
- A4.2.7. List all manpower and appropriated funding shortfalls.
- A4.2.8. Any additional information not covered elsewhere.

SAMPLE QUICK RESPONSE CHECKLISTS

CONSOLIDATED CHECKLIST FOR MAJOR ACCIDENT, NATURAL DISASTER, MASS CASUALTY, WORKPLACE VIOLENCE, NATIONAL EMERGENCIES AND HUMANITARIAN SUPPORT

	TASK	PERSON RESPONSIBLE	Yes	No	N/A
2.	Activate C2 Plan or Chapel Control Center, call Unit Control Center (#XXXX) and update status; number of personnel notified, number present for duty and number on leave or TDY. (Note: should equal total assigned)				
2.	Start Events log and list time, date and non- classified information provided during recall. Post all new information as received.				
3.	Inform Unit Control Center (UCC) of personnel accountability. Ensure all personnel are informed of situation. Continue to call or search for unaccounted personnel.				
4.	Call the UCC periodically for situation updates.				
5.	Ensure communication equipment is sufficient and working.				
6.	Dispatch personnel to respond to appropriate areas as needed. If requested by the Incident Commander or the Emergency Operations Center (EOC) director, report as directed for transport to the incident.				
7.	Call the EOC. Get update on situation: What happened, who was involved, were there casualties or fatalities, where the casualties are being sent, do we need to have a chaplain standing by in service dress for death notification?				
8.	Procure transportation				1
9.	Order additional supplies				
10.	Develop plan for 24-hour operations				
11.	Develop plan for memorial services in expectations of fatalities				
12.	Develop plan for spiritual support to affected personnel				
13.	Focus unit visitation casualty collection				

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	point, medical and affected units		
14.	Follow up with dependents of casualties		
	and/or fatalities		
15.	Determine if facilities were damaged and		
	report damages		
16.	If facilities were damaged, determine impact		
	on worship observances and chapel programs		
17.	If directed by commander to assist in local		
	recovery efforts, determine what must be		
	provided		
18.	Contact chapel volunteers to see if the chapel		
	community can help by:		
	- Providing needed services		
	- Assisting in clean up operations		
	- Developing donation drives for food,		
	clothing and other needs		
19.	Call the Personnel Readiness Center (PRC)		
	(#XXX) to check update on mobility actions		
	required. (<i>Note:</i> find out when they are		
	processing and where they are going)		
20.	Call Unit Deployment Manager (UDM) and		
	ensure Chaplain Corps has all information for		
	deployments		
21.	Inspect mobility folder/s and required items		
	of deploying personnel		
22.	Review actions and discuss lessons learned in		
	staff meeting. Make recommended changes		
	to improve Chaplain Corps response		

PERSONNEL DEPLOYMENT FUNCTION (PDF) CHAPLAIN STATION CHECKLIST

	TASK	PERSON RESPONSIBLE	Yes	No	N/A
1.	Schedule coverage	REST ONSIDEE			
2.	Inventory/re-supply religious materials				
3.	Check-in with Officer-in-Charge and set-up				
	HC area				
4.	Secure private space for counseling				
5.	Review Conscientious Objector information				
6.	Provide Chaplain Corps information or a				
	briefing, when requested, to deploying				
	personnel that includes: information on				
	deployed location, religious practices,				
	spiritual resiliency, privileged				
	communication, and religious rites and				

	services available to them and to their		
	dependents.		
7.	Maintain log book of significant events and		
	information regarding Conscientious		
	Objectors		
8.	Advise leadership of any personnel issues		
	that may affect the deployment eligibility of		
	an individual		
9.	Secure area and return supplies to chapel		
	when released		

NOTE: These QRC samples are not all-inclusive. Wing/Installation chaplains and NCOIC, Chapel Operations, must evaluate their mission and construct QRCs to meet those requirements. Additional suggestions may include in-place shelters, Non-combatant Evacuation Operation (NEO), Chaplain Corps personnel evacuation, etc.